



University of Idaho STRATEGIC PLAN

2004-2009

The University of Idaho

STRATEGIC PLAN 2004-2009

The University of Idaho is a doctoral/research-extensive, public institution integrating living, learning, scholarship, creative accomplishment, and service.

VISION STATEMENT¹

The University of Idaho will be a university of choice in the West for high-quality and innovative undergraduate and graduate degree programs, interdisciplinary learning, state-of-the-art technology and a residential campus experience.

The University of Idaho will be globally competitive in selected graduate, professional, and research programs, including those that respond to economic, environmental, and social challenges.

The University of Idaho will deliver creative outreach programs which provide knowledge and leadership to meet the lifelong educational needs of our citizens.

MISSION STATEMENT²

The University of Idaho is a doctoral research-extensive, land-grant institution committed to undergraduate and graduate-research education with extension services responsive to Idaho and the region's business and community needs. The University is also responsible for regional medical and veterinary medical education programs in which the State of Idaho participates.

The University of Idaho will formulate its academic plan and generate programs with *primary emphasis* on agriculture, forestry, mining and metallurgy, engineering, architecture, law, foreign languages, teacher preparation and international programs related to the foregoing. The University of Idaho will *give continuing emphasis* in the areas of business and education and will *maintain basic strengths* in the liberal arts and sciences, which provide the core curriculum or general education portion of the curriculum.

1 This Vision was adopted as a key component of the 1998 UI Strategic Plan. Recently, the UI Vision and Resource Task Force recommended updating this vision and provided a recommendation. Under the new leadership of President Tim White, the university is considering a revision to the Vision Statement, and anticipates bringing changes forward to present to the Board in the near future.

2 This mission statement was last updated and accepted by the State Board in early 1998. In the interim, there have been program changes and restructuring, and further change is anticipated through planning initiated by President Tim White, to focus the vision of the university and the allocation of resources. In addition, earlier this year the State Board updated statewide mission assignments for each institution, and these adjustments have not been incorporated into this mission statement. Finally, the External Review Committee for the recent reaccreditation review of the UI by the Northwest Commission on Colleges and Universities recommends "a full review of the mission statement to ensure accuracy and currency of this fundamental, direction setting document..." For these reasons, the UI, in coordination with the State Board, is planning to review and update the University of Idaho Mission Statement

The institution serves students, business and industry, the professional and public sector groups throughout the state and region as well as diverse and special constituencies. The University also has specific responsibilities in research and extension programs related to its land-grant functions. The University of Idaho works in collaboration with other state and regional postsecondary institutions in serving these constituencies.

Dr. Timothy P. White, President

The University of Idaho

STRATEGIC PLAN 2004-2009

Alignment with SBOE Goals & Objectives (listed below)	University of Idaho GOALS & OBJECTIVES³ Part 1: Role and Mission Goals	Anticipated Completion Date
	Goal 1: Undergraduate Education <i>Enhance the University of Idaho's undergraduate experience, and make the university a residential campus of choice⁴ in Idaho and the West</i>	
I-7, III-2, IV-10 I-7, III-2 II-3,5,6 I-8, IV-2,6,7 IV-7,8 IV-9 I-5, II-5, IV-2 IV-8,11	Objectives: Establish a core curriculum ⁵ which broadens knowledge and fosters lifelong learning Continuously improve the quality of undergraduate programs Optimize the quality, size and diversity of the undergraduate student enrollment Strengthen retention efforts to assist students with the transition to college life, career decision making, progress to degree completion, and employment Integrate the undergraduate educational experience with the residential experience Broaden opportunities for multicultural populations in the undergraduate experience Broaden exposure to the international community in the undergraduate experience Implement technologies which support, maintain and improve the living and learning environment of the university	Annual reports are generated for each of these objectives, tracking multiple key performance indicators, as specified in the U of Idaho official strategic plan.

³ The planning process initiated by President White will include a thorough reconsideration and refinement of these Goals and Objectives for the next 5 years.

⁴ A *residential campus of choice* is a community of learning that provides a diverse range of undergraduate students with a sense of place and a supportive environment within which they will expand their intellectual and social horizons. On a residential campus, learning and personal development take place both in and beyond the classroom, among students and teachers in community with one another.

⁵ *Core curriculum.* A university education is preparation for both living and making a living. To this end, students working toward a baccalaureate degree must complete approximately one-fourth of their study in areas such as communication; natural and applied science; mathematical, statistical, and computer science; humanities; and social sciences, to broaden critical thinking skills and commitment to citizenship.

Alignment with SBOE Goals & Objectives (listed below)	<p style="text-align: center;">University of Idaho GOALS & OBJECTIVES Part 1: Role and Mission Goals (cont.)</p>	Anticipated Completion Date
	<p>Goal 2: Graduate Education and Research</p> <p><i>Be a globally competitive center for high-quality graduate, professional and research programs</i></p>	
<p>I-4,5,7,9, III-2,3,4,5 IV-2,6</p> <p>II-3,4,5</p> <p>I-4,7,9 III-2,3,5</p> <p>III-3,5 IV-4,10</p>	<p>Objectives:</p> <p>Ensure that each graduate and professional degree program is academically strong, and enhance global prominence in selected areas</p> <p>Optimize the quality, size, and diversity of the graduate student enrollment</p> <p>Increase the university's contribution to disciplinary knowledge, consistent with that of a competitive Carnegie Doctoral/Research-Extensive⁶ University, and to the application of knowledge, consistent with our land-grant⁷ university mission</p> <p>Expand research partnerships with business and industry, communities, and private and public institutions</p>	<p>Annual reports are generated for each of these objectives, tracking multiple key performance indicators, as specified in the U of Idaho official strategic plan.</p>

⁶ The *Carnegie Foundation for the Advancement of Teaching* classifies U.S. 103 public universities as Doctoral/Research Universities-Extensive if they offer a wide range of baccalaureate programs, they are committed to graduate education through the doctorate, and have awarded 50 or more doctoral degrees per year across at least 15 disciplines.

⁷ *Land-grant* colleges or universities have been designated by their state legislatures to qualify for the benefits of the Morrill Acts of 1862 and 1890. The mission of these institutions, as set forth in the first Morrill Act, was to provide a broad segment of the population with the opportunity to receive a liberal, practical education. The land-grant mandate was expanded by the Hatch Act of 1887 to include responsibility for agricultural experiment station programs, and by the Smith-Lever Act of 1914 to offer educational programs beyond campuses through cooperative extension efforts with state and local communities.

Alignment with SBOE Goals & Objectives (listed below)	<p style="text-align: center;">University of Idaho GOALS & OBJECTIVES Part 1: Role and Mission Goals (cont.)</p>	Anticipated Completion Date
	<p>Goal 3: Outreach</p> <p><i>Expand the capacity and delivery of outreach⁸ programs and services in keeping with the University of Idaho's land-grant mission</i></p>	
<p>II-3,6,7 III-2,3,6 IV-4,8,11</p> <p>II-3,6,7</p> <p>III-1,3 IV-1</p> <p>I-4, II-2,3,6 III-2,3,6 IV-3,8,10</p>	<p>Objectives:</p> <p>Provide the infrastructure needed to plan, coordinate, and implement university-wide outreach programs and services</p> <p>Deliver high-quality undergraduate, graduate, and continuing professional education curricula and courses to distant learners</p> <p>Develop incentives and funding models for colleges and units in support of outreach</p> <p>Link the university's education and research programs to Idaho's economic and social needs and the well-being of its citizens</p>	<p>Annual reports are generated for each of these objectives, tracking multiple key performance indicators, as specified in the U of Idaho official strategic plan.</p>

⁸ *Outreach* is the transfer and exchange of knowledge and experience between the university and society. Outreach permeates all parts of the university's mission of teaching, research, and extension/public service. It provides knowledge and leadership to enhance the growth and development of individuals, communities, businesses, and the greater society, and in turn provides society a means to communicate its needs to the university.

Alignment with SBOE Goals & Objectives (listed below)	<p style="text-align: center;">University of Idaho GOALS & OBJECTIVES Part 2: Infrastructure Goals</p>	Anticipated Completion Date
	<p>Goal 1: Personnel</p> <p><i>Attract, retain, reward, and develop a high-quality faculty and staff</i></p>	
<p>I-6,9 I-7,8,9 IV-9 I-3,7,9 IV-10 I-3,6,8,10, IV-9,10 I-7,8,9, II-3,4,5,6 I-7,8,9, IV-9,10</p>	<p>Objectives:</p> <p>Provide competitive salaries</p> <p>Increase incentives and opportunities for professional development and training</p> <p>Create equitable systems by which faculty and staff can advance their careers within the university</p> <p>Assist and support faculty, staff, administrators, and supervisors in carrying out their responsibilities</p> <p>Improve recruitment and retention of a diverse university community</p> <p>Implement practices and policies to recruit nationally competitive employees</p>	<p>Annual reports are generated for each of these objectives, tracking multiple key performance indicators, as specified in the U of Idaho official strategic plan.</p>

Alignment with SBOE Goals & Objectives (listed below)	<p style="text-align: center;">University of Idaho GOALS & OBJECTIVES Part 2: Infrastructure Goals (cont.)</p>	Anticipated Completion Date
	<p>Goal 2: Facilities</p> <p><i>Plan, develop, manage, and maintain buildings, grounds, and physical infrastructure of the university</i></p>	
<p>I-6,10, II-3, IV-8</p> <p>III-3, IV-8</p> <p>III-3, IV-8</p> <p>IV-8,9,11</p> <p>I-10, III-3, IV-8,9,10</p> <p>I-10, III-3, IV-8,9,10</p> <p>I-10, III-1, III-1,3, IV-1,8</p>	<p>Objectives:</p> <p>Develop the Moscow campus in support of UI's strategic plan and the Long Range Campus Development Plan (LRCDP)⁹</p> <p>Increase the university's property assets and optimize land use</p> <p>Ensure strategic development of all UI facilities statewide to meet expanding program and service needs</p> <p>Maximize utilization of existing university space for instructional, research, and support needs</p> <p>Maintain existing facilities, grounds, and systems (academic, residential, general/special use, and support) to ensure functional working conditions and attractive appearance at all UI locations statewide</p> <p>Renew, renovate, and remodel existing facilities, grounds, and systems (academic, residential, and support) to ensure safe, universally accessible, functional facilities incorporating current standards and technology</p> <p>Follow the institutionally endorsed major six-to-ten year plan for major capital projects to focus on UI's priority needs and the funding strategies to accomplish them</p>	<p>Annual reports are generated for each of these objectives, tracking multiple key performance indicators, as specified in the U of Idaho official strategic plan.</p>

⁹ The *LRCDP* is a policy framework developed by UI for land use and transportation decisions to guide the growth and change of the physical campus to accommodate emerging and future university programs.

Alignment with SBOE Goals & Objectives (listed below)	<p style="text-align: center;">University of Idaho GOALS & OBJECTIVES Part 2: Infrastructure Goals (cont.)</p>	Anticipated Completion Date
	<p>Goal 3: Financial Resources</p> <p><i>Design and implement effective budgeting systems which align incentives and allocations with strategic priorities</i></p>	
<p>III-1, IV-1,6</p> <p>III-1, IV-1,5,6</p> <p>III-1, IV-1,5</p>	<p>Objectives:</p> <p>Establish information, accountability, and funding systems which support program planning, assessment, and review in a decentralized university environment</p> <p>Identify funding requirements and institute specific plans for increasing revenue</p> <p>Establish a flexible, stable, accountable, incentive-based funding system</p>	<p>Annual reports are generated for each of these objectives, tracking multiple key performance indicators, as specified in the U of Idaho official strategic plan.</p>
	<p>Goal 4: University Relations</p> <p><i>Strengthen understanding of the university such that public opinion and support increase in a manner consistent with the strategic plan</i></p>	
<p>I-4,11, III-6, IV-3,6</p> <p>II-1,3,7, III-3,6, IV-1,5,6</p> <p>I-4,6,11, II-7, III-6, IV-5,6</p> <p>II-1,7, III-6, IV-4,5</p> <p>I-4,7, II-7, III-2,6, IV-5</p> <p>II-7, III-6, IV-5</p> <p>IV-5</p>	<p>Objectives:</p> <p>Gain support for university programs, services, and strategic initiatives through strengthening public opinion about the university</p> <p>Maximize financial support from state and federal governments as well as agencies and commissions in order to strengthen UI programs and services</p> <p>Increase the number and amount of private financial contributions to the university in order to strengthen UI programs and services</p> <p>Increase support for the university and its programs and services by building relationships with key constituency groups</p> <p>Involve faculty, staff, students, parents, and alumni so that they become ambassadors for the university</p> <p>Increase engagement of the external community in the life of the campus through special events and programs</p> <p>Provide a successful men's and women's intercollegiate athletic experience to build upon the university's role and mission</p>	<p>Annual reports are generated for each of these objectives, tracking multiple key performance indicators, as specified in the U of Idaho official strategic plan.</p>

IDAHO STATE BOARD OF EDUCATION Strategic Goals and Objectives Summary Chart

I. QUALITY	II. ACCESS	III. RELEVANT	IV. EFFICIENT
I.1 - Develop & Implement State-Wide Standards	II.1 - Sound Legislative Relationships, - Local Control	III.1 - Realistic Approach & Equitable Funding Distribution	IV.1 - Evaluate Financial Base Maximize Benefits, Develop Accountability and Incentives
I.2 - Fully Implement Teacher Quality Initiative (Idaho's MOST)	II.2 - "Seamless" Mobility of Credits, Program & Services	III.2 - Monitor Prog/Services, Relevant Content & Delivery	IV.2 - Ensure Graduates are Prepared to Succeed
I.3 - Evaluate Policy, Teacher Continuing Contracts	II.3 - State-wide Infrastructure, Opportunity for All/Everywhere	III.3 - Monitor State-Wide Needs Appropriate Roles & Mission to Meet Emerging Needs	IV.3 - Refine Institution/Agency Roles & Missions, Eliminate Duplication, Provide Focus
I.4 - Increase Public Confidence, Continuous Improvement, Performance Based Assessmt	II.4 - Equal Access for those with Special Needs	III.4 - Evaluate/Refine Learning & Achievement standards/Assessmts	IV.4 - Foster Partnership, Cooperative Ventures among Institutions and Agencies
I.5 - Graduates w/Democratic Society, Global Economy Skills	II.5 - Encourage/Facilitate Minority Inclusion	III.5 - Ensure State-Funded Research/Partnerships Properly Structured/Organized	IV.5 - Seek Increased Levels of State/Local/Private Support - Ensure Accountability
I.6 - Maintain Institutional and Special Accreditation Levels	II.6 - Increase Postsecondary Attendance Opportunities	III.6 - Formulate/Implement Public Policy that Keeps Citizenry Well Informed	IV.6 - Provide Accountability to Legislature and Public through Measured Performance
I.7 - Excellent & Innovative Instruction - Qualified Teachers - Competent Administrators	II.7 - Expand Outreach, Research/Demo Programs		IV.7 - Reduce Drop-Out Rate, Increase Retention in High School and College

IDAHO STATE BOARD OF EDUCATION Strategic Goals and Objectives Summary Chart (continued)

I. QUALITY	II. ACCESS	III. RELEVANT	IV. EFFICIENT
I.8-Develop Career Opportunities -Reward Knowledge/Productivity -Promote Recruiting/Retention			IV.8 - Improve Instructional Facilities, Increase Operational Efficiency/Use of Technology
I.9 - Support Efforts-Hire/Retain High Qualify Faculty & Staff			IV.9 - Ensure Time for In-Depth Learning/Teacher Prof Development/Use of Facilities
I.10 - Eliminate Dangers, Promote Safe & Productive Learning Environments			IV.10 - Encourage/Reward Innovative Approaches
I.11 - Support State Aid to all Types of Public Broadcasting and Libraries			IV.11 - Support Libraries as Leader in Applying Technology to Info Access

BOARD STRATEGIC GOALS & OBJECTIVES (BSGO)

VISION STATEMENT

The State Board of Education envisions an accessible, seamless public education system that provides intelligent and well-informed citizenry capable of active participation in the processes of a democratic government, contributes to the economic and general quality of life in Idaho, opens access to cultural and intellectual resources, and enables all individuals to develop their skills, knowledge, and ability to become contributing members of society.

EDUCATION MISSION STATEMENT

The Idaho education system, consisting of the unique agencies and institutions governed by the Board, delivers public primary/secondary/postsecondary education, training, rehabilitation and information/research services in the state and, on a limited basis, to other states or countries. These agencies and institutions collaborate to provide a diverse population with educational programs and services that are *high quality, accessible, relevant* and *efficient*. To that end, the Board has adopted the following goals and objectives for the educational system: